Newsletter of the Office of System Architecture & Investment Analysis (ASD)

Connections

AUGUST 1996

INSIGHTS

Steve Zaidman
Director, ASD-1

So, How Are We Doing?

Last issue, I spoke of ASD's three core business competencies: NAS Architecture, System Engineering, and Investment Analysis. At the recent ASD Management Team offsite, we identified a fourth major area: F&E Budget. So, how are we doing in each area? Here are my evaluations:

Architecture: I predict a home run. We've made major progress in formulating a defensible, real-world architecture. I am even more impressed with the spirit and cohesion of the working team who have lived and breathed the architecture for the past year.

System Engineering: Room for improvement. The architecture is coming into focus. Now, we need to provide horsepower to help implement the big-ticket architecture items. I recognize that we are working on next-generation communications and the host replacement. I am talking about renewal of our role as the only system engineering resource the FAA has. We need to engage more actively with integrated product teams (IPT), cranking our products into IPT program plans and MAR presentations of deliverables. I also expect us to contribute to the overall acquisition decision and influence the design of the final product. In short, we have started some of this in certain areas, and we have some way to go.

Investment Analysis: The jury is still

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PROJECT REVIEW

Balancing Act: Managing the Economics of the NAS Architecture

A newly married couple, living in an apartment, plans for their future house. They think about their "needs" based on a future concept of operations — family size, location, income, lifestyle, etc. They diligently write down their ideas over time, putting them in a drawer for future consideration.

When they have saved some money for a down payment and their income projections indicate that it is time to build the house, the couple hires an architect. The architect begins to interview the couple to determine what architecture is best for them. The enterprising couple gives their drawer full of needs to the architect, who collects them, and draws up an architectural plan.

But the couple's needs were developed over time and, as needs were filed away, they were not coordinated with other needs in the drawer. The architect finds that many needs conflict and that a sensible architecture cannot be completed. Technology has changed, too. The architect is sure there is a better way to build the house. So the architect develops a list of problems or issues, including affordability, presents alternatives, and asks the couple to make

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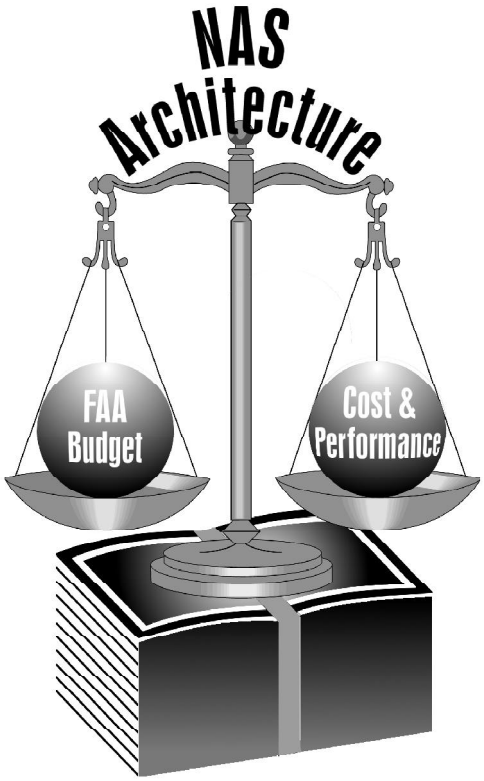

In this Issue of Connections

Managing the Economics of the NAS Architecture

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some hard decisions. Only after the couple analyzes the economics of the situation and makes the hard decisions can the architect complete the plan.

This is a simple, straight-forward way to perform an economic analysis on an average design project, but the National Airspace System (NAS) Architecture isn't a $150,000 house. The FAA, together with the airspace users, estimated that a multibillion dollar "house" was needed to address the future needs of the aviation community and the flying public. The "house" had to provide **safety**. It had to be **innovative** to employ the latest technologies and replace older ones. And, above all, it must be **affordable** to meet decreasing federal funding. That's a big order to fill and, to do it, ASD-400 is conducting a detailed economic analysis as part of the Architecture effort.

An economic analysis is an important part of how any enterprise conducts its business. It allows decisionmakers to see the "big picture" of how the business and its systems fit together in terms of costs, benefits, and interdependencies and whether proposed investments are affordable for the future. The FAA operates along a similar vein. In order to try to meet future aviation needs, the FAA must make sure that it makes correct investment decisions.

The economic analysis of the Version 2.0 Architecture must consider a range of alternatives from the maintenance of the current systems through the decommissioning of some systems and the addition of new technology.

What's the Economic Analysis Process?

The first step is to identify a "sustain" alternative as an analytical point of departure for the economic analysis. This includes the set of programs, projects, systems, and support services that are needed to keep the NAS alive through the year 2015. The initial costing effort associated with this alternative was completed in June 1996.

During July and August, the Architecture Definition Team, led by ASD-100, developed various alternatives which contained a different mix of new technology, maintenance of existing systems, and/or an increased decommissioning of old systems. This information is being used to develop Version 2.0, which will reflect the most capability that can be procured and maintained within the projected budget.

The analysis proceeds by estimating costs (facilities and equipment (F&E) and operations and maintenance (O&M)), then benefits, at the system and support service level for the NAS. The initial estimates are made as a rough order of magnitude and will be refined as more information becomes available.

In conducting the economic analyses, timelines for the inclusion of new equipment and systems and the decommissioning of the old are estimated. These timelines are established for each alternative by the Architecture Definition Team.

Resources for data collection and development for the economic analyses include existing cost-benefit analyses, other cost studies from Research and Acquisitions, Air Traffic Services, Aviation Policy and Plans, and the aviation industry, and parametric modeling. In addition to costs and benefits, basis of estimate information was captured that covers the source of the estimates, how they were derived, data quality metrics, and background information to help replicate the results. To provide consistency in making comparisons, all costs were converted to constant 1996 dollars.

Additional data was available from the economic analysis of the Architecture issues. During the development of Version 1.5 of the Architecture, several issues surfaced that required resolution prior to defining Version 2.0. An analysis of the alternatives for resolving each issue is being used as an aid in decision-making for Version 2.0.

Following the definition phase for each alternative, funding profiles are generated by category and cost type (F&E and O&M) for each of the proposed architectures. The economic analysis findings, along with the technical information provided by the other members of the Architecture Team, will provide a strong case in support of the resulting affordable architecture.

How Does This Affect the Community?

Working together, the FAA and the aviation community are defining future needs and projected shortcomings of the NAS. NAS users are invited to identify and characterize the services and capability they need to run more efficiently. In turn, the FAA evaluates these

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ASD Mission

To provide the National Airspace System (NAS) architecture and supporting technical, programmatic, and economic analyses to support agency acquisitions and planning that deliver benefits to all NAS users and service providers. This is achieved by working together through a positively motivated, diverse, involved, and informed workforce.

NAS Architecture

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needs to determine if they are economically feasible and affordable.

The Architecture effort is intended to be an ongoing process. Version 2.0 is aimed at supporting the 1999 budget process. Architecture refinement will continue and subsequent economic analysis by ASD-400 and its team will support this process.

For more information, contact: **Lauri Zeman (202) 358-5197 or Bob Rovinsky (202) 358-5211, both of ASD-400.** n

Legend for ASD Program Directorates

ASD-100
System Architecture & Integration

ASD-200
Program Evaluation

ASD-300
NAS Programming & Financial Management

ASD-400
Program Analysis & Operations Research

ASD-500
NAS Planning & Technical Support

Integrated System Teams Adopt Charter

"It is ironic, but true, that in this age of electronic communications, personal interaction is becoming more important than ever."— Regis McKenna, *marketing consultant and writer*

ASD's communications with integrated product teams (IPT) is particularly important in the development and implementation of the National Airspace System (NAS) Architecture. Accordingly, as reported in the March issue of *Connections*, ASD has established cross-functional, multidisciplinary groups called integrated system teams (IST). ISTs are the focal points for conveying details of the NAS Architecture and associated issues to the IPTs and communicating IPT issues and transition strategies to ASD for further analysis.

Recently, the ISTs established a charter, the teams' roles and responsibilities, and standard operating procedures. These are summarized below.

Charter

The IST program charter includes these main points:

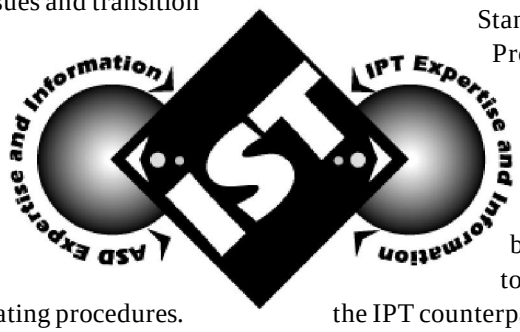
- ISTs will have representation from each program directorate within ASD.
- Each IST will act as an ASD point of contact for their respective IPT and coordinate all issues associated with ASD program directorates.
- The ISTs, although independent of the IPTs, will establish lines of communication for ASD to convey details of the NAS Architecture to the IPTs and for the IPTs to identify architecture implementation issues that need analysis.

Roles and Responsibilities

The IST coordinates within ASD and provides a two-way communication link to the appropriate IPT regarding these and other activities:

- NAS Architecture, architecture issues, and issues resolution;
- Mission and cost/benefit analyses;
- Inter-IPT issues, actions, and resolution;
- Major studies underway at CAASD, SETA, or by in-house contractors;
- Status and results of work performed by ASD.

The IST itself does not perform any assessments, analyses, evaluations, validations, or other tasks for which the ASD program directorates are responsible.



Standard Operating Procedures

Procedures for operating the ISTs include:

- One lead will be the focal point to communicate with the IPT counterpart.
- IST meetings will be held on an as-needed basis focusing on effective communication of ASD products.
- The IST leads are responsible for meeting bimonthly to discuss major issues relevant to ASD and the NAS. This group will focus on identifying cross-functional or intra-IPT issues.

***For more information, contact*: Craig Goff, ASD-120, at (202) 358-5332.** n

Acquisition Reform Moving Ahead With Agencywide Effort

Implementing the FAA's new Acquisition Management System is well underway. The work is being done in various agencywide work groups that are managed by the Acquisition Reform Implementation Team (ARIT).

The implementation team and the work groups are focused on developing processes and guidance for the three major components of life-cycle management — acquisition, procurement, and learning. Currently, there are approximately 20 work groups in operation throughout the agency, planning to complete many of their tasks by October 31.

ASD is actively involved in these teams. **Terry Hannah** (ASD-2) and **Bob Wein** (ASD-200) participate on the ARIT. Among the acquisition work groups, **Bob Bernard** (ASD-100) leads the Investment Analysis Work Group; **Fran Melone** (ASD-400) heads up the ARA Mission Analysis Activities; **Dan Kinder** (ASD-300) manages the CIP Budget Process Work Group; **Rob Tucker** (ASD-300) directs the Lead-the-Fleet Baselining Work Group; **Bob Wein** is in charge of the Joint Resources Council (JRC) Activities and Metrics; and **Lee Tucker** and **Art Politano** (ASD-500) oversee the NAS Strategic Planning Activities Work Group. Various ASD employees are members of these and other work group activities.

The ARIT, which is composed of members from all lines of business, manages the integrated action plan which includes all ongoing reform activities in the agency. The activities are identified by the individual work groups. The ARIT also has oversight responsibilities, ensuring that the work group activities are progressing according to plan and that their results are integrated and communicated within the agency.

In addition, the ARIT is in close contact with the Human Resource Management Reform activities at the corporate and line of business levels.

The FAA's Blue Ribbon Panel of industry reform experts recently reviewed the agency's work-in-progress and offered advice on studying best practices in the nongovernment areas, measuring progress, and sharing success stories. The next review will be in October.

For more information, contact:
Acquisition Reform Home Page (www.faa.gov/asu/asu100/acq-reform/acq_home.htm), the periodic *FAA Acquisition Reform Update* newsletter sent to each ASD office, or one of the ASD employees mentioned.

Acquisition Reform Accomplishments

- Acquisition Workforce Learning System workshops for integrated product teams, field workforce, procurement leaders, senior managers, and the Office of Acquisitions workforce conducted; total schedule near completion.
- Implementation of the Integrated Product Development System advanced; plans for Lead-the-Fleet Integrated Product Teams —Oceanic, Weather Processors (ITWS), & Flight Service (OASIS) and Acquire — in progress.
- FAA Acquisition System Tool (FAST) — an on-line central repository of acquisition policy, guidance, templates, and best practices — prototyped.
- Two Acquisition Reform Interim Guidance (ARIG) documents published.
- Development of contract clauses completed.
- Reform process being used in source selections, contract awards, and protests.
- Office of Dispute Resolution established.
- Corporate Learning Council established; identification of team competencies underway.

Notable Quotable

"Managers in business and government in the United States appear to be insulating themselves from views that differ from their own. Harmony and amiability are so highly valued that many organizations operate with ineffectual policies because managers are reluctant to risk unpleasantness by speaking up."

— **Dale E. Zand,**
Information, Organization, and Power

So, How Are We Doing?

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out. We have done a good job in assessing cost/benefits of many programs. The Joint Resources Council (JRC) is now looking for more than cost/benefit metrics. They expect us to provide a full-range of technical (i.e., engineering) alternatives along with their economic implications before future agency investments are approved. Our traditional approach to cost/benefit analysis must be revised to keep in tune with the new acquisition process. We must unify the "classic" engineering side of the organization with our economic side. Because this has not worked well in the past, we must work together differently and more effectively.

F&E Budget: Real good, but very labor-intensive. One cannot argue with success. The associate administrators and office/service directors that I spoke with believe we have constructed the best F&E budget possible given the huge shortfalls. The challenge is to keep up the quality, integrate the operations piece, and maintain broad agency buy-in while reducing the level of effort. This is a real challenge. Stay tuned.

I am concerned with our budget planning documents, as reflected in the R,E&D, CIP, and LRRAP. The theory is that a good plan will drive a good budget. Actually, the reverse is the case. Given the architecture, outyear OMB budget projections, JRC decisions, MARs and the like, we have all the planning and decision mechanisms we need. We need to condense real-world input into these planning documents. Currently, there is something for everyone in our plans. That is simply not reality as our current and outyear budgets indicate.

Well, these are some of my impressions on our core business competencies. I will provide you updates from time to time. I am very interested in hearing your views. Stop by and discuss them with me. You have a standing invitation to do so. n

CM Reengineering Update

The Configuration Management (CM) Business Process Reengineering (BPR) team is briefing the new vision for CM across the agency.

The vision includes two basic concepts: accreditation and technology. CM processes are accredited when they meet a minimum criteria for the CM discipline. Accreditation criteria will be established in partnership with organizations across the agency. The technology concept, based on an intranet model, provides organizations with a means for communication and collaboration through workflow functionality and information access.

The BPR team began work in October 1995 interviewing the stakeholders of the process, documenting the current process, and creating a vision for CM. This ASD-140 team was augmented by a full team who represented nearly every FAA organization with a stake in the outcome. The full team provided the project with seasoned guidance and focus.

Under the new vision, the centralized CM function in ASD-140 reinvents itself to facilitate decisionmaking at the appropriate level and distribution of accurate information. The resulting common NAS view provides decisionmakers the information they need, when they need it.

The BPR project concludes with an implementation plan scheduled for late September. For more information, contact the BPR team via cc:Mail at "BPR Core Team." n

"Lead the Fleet" Programs Take Flight

Four Integrated Product Teams (IPT) were identified to be the first programs through the FAA's new acquisition reform program. The IPTs selected are: Oceanic, Operational and Supportability Implementation System (OASIS), and Integrated Terminal Weather System/Weather and Radar Processor (ITWS/WARP), and Acquire. These product teams will lead the way in demonstrating the ability of empowered teams to perform major system acquisitions.

The programs cover the product lifecycle from mission needs analysis through fielding, operations, and disposal. As the first IPTs through the new acquisition process, they will receive intensive support from acquisition experts, technical subject consultants, and learning system leaders. ASD will support each IPT through an integrated system team (IST). These ISTs are the focal points for conveying details of the NAS Architecture and associated issues to the IPTs and communicating IPT issues and transition strategies to ASD for further analysis.

The initial product teams will explore innovative ways for reaching high quality decisions about acquisition approaches, source selections, contractor performance monitoring, and test and evaluation of new equipment. Innovation is noticeable within the Oceanic IPT. The Oceanic IPT, in a recent Joint Resources Council meeting, showed the benefits of the new acquisition program.

At the same time, processes will be developed by the IPTs for setting priorities, schedules, and metrics for measuring performance.

The leading IPTs will pass their experiences and lessons learned to the other IPTs as program milestones are obtained. n

Human Resource Management Update

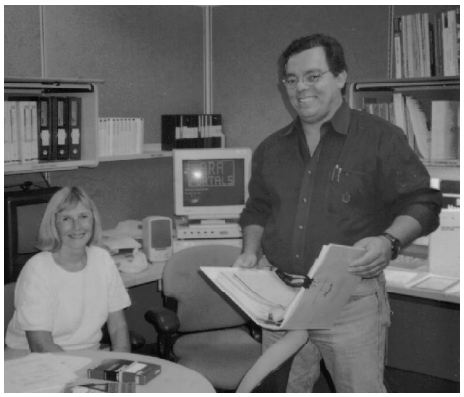
There's Wealth of Information at Your Fingertips

Do you want to learn more about job openings within the FAA, the curriculum for area colleges, or career development? Then you need to stop by the **ASD Resource Center**.

The **ASD Resource Center** is located in ASD-10 and has a wealth of information for everyone. The center has audio training tapes that you can borrow and use in your car or at home. There is also a computer, television, and VCR located in the center so you can work through a computer or video training program on site. Training booklets and manuals on Microsoft Word, Excel, and PowerPoint are available for those with a specific issue or problem to research. The center also carries a supply of Thrift Savings Plan brochures and forms as well as other Government forms.

Looking for your next position? FAA job announcements and position descriptions are available at the resource center for your review. Each position description has a salary range, an explanation of major responsibilities, a list of qualifications, and information on how to apply. Information on job search skills and new careers is found in reference books such as *Beyond Secretary* and *What Color is Your Parachute*.

For those interested in continuing their education, there are course catalogs available for university and specialty programs (i.e., The Brookings Institute) held throughout the DC area.



Jeanne Rush, ASD-500, and Francisco Estrada C., ASD-10, at work in the ASD Resource Center.

The center is open from 7:30 a.m.-4:30 p.m. daily. Feel free to stop by any time. If you would like to reserve the resource center for a specific day and time, or have any questions, contact **Brenda Canoles** at 358-5359.

Here is a list of some of the resources available:

Videotapes

Proof Reading & Editing Skills by Debra Smith & Helen Sutton

The Manager as Coach by Marion Howell

Earning the Public Trust: Ethical Guidelines for FAA Employees

One Minute Manager by Dr. Kenneth Blanchard and Dr. Spencer Johnson

Sexual Harassment: How to Protect Yourself & Your Organization by Maria Arapakis

Powerful Presentation Skills by Debra Smith

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Team Spotlight:

Universities Selected for Center of Excellence in Operations Research

In July, the FAA selected a team of universities to serve as the FAA Center of Excellence (COE) in Aviation Operations Research. The COE is a continuing effort to promote critical safety and operations research and develop greater collaboration among the academic community, aviation industry, and Government.

The group that headed this new FAA initiative included representatives from across ARA. The COE technical team was headed by Anthony Vanchieri, ASD-430, while the administrative and management team included Pat Watts, Dave Nesteroil, and William Sheehan from the FAA William J. Hughes Technical Center. The technical evaluation team included Mark Rodgers, ASD-430, Ken Geisinger, ASD-430, James Wetherly, AUA-500, Mark Salanski, AUA-530, Steve Bradford, ASD-400, Rick Richardson, ASD-400, Ben Flax, ACT-520, and Ronald Simmons, AAR-100.

Members of The Center of Excellence Team stand with representatives of ARA after recieving an award for their oustanding effort. (From left to right) Steve Zaidman, Dave Nesteroil, Bill Sheehan, Pat Watts, Tony Vanchieri, Dave Winer, Dres Zellweger, and Norm Fujisaki.

Group's Roles and Responsibilities

The COE team started roughly a year ago with a concept for a COE in Operations Research. From this original concept, the technical team developed a selection document, wrote the program solicitation, and developed a statement of work. Once ASD started receiving bids from various universities, the

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COE team trained a team of evaluators, wrote an evaluator's handbook and evaluation manual, and screened all of the proposals.

While the evaluation process was just beginning, other groundbreaking activities occurred behind the scenes. Centers of Excellence were designated by the FAA Administrator, following the formal evaluation and award procedures as mandated by Public Law 101-508, Title IX, the FAA Research Engineering and Development Authorization Act 1990. But, for the Operations Research COE, the COE team obtained approval from the Secretary of Transportation to select universities without the usual competition procedure. Ultimately, this meant the COE team obtained approval for a $10 million cooperative program with interested universities. An added bonus was that all government funds would be matched by donations from the private sector.

Six proposals were submitted to the FAA to establish this COE. Five of those proposals were submitted by university teams. The Administrator selected the winning team after the COE team performed a rigorous evaluation of qualifying academic institutions.

The schools selected to form the new COE are the University of California at Berkeley, Massachusetts Institute of Technology, the University of Maryland at College Park, and Virginia Polytechnic Institute and State University.

The COE will focus on the development and use of operations research — a blend of applied mathematics, computer science and engineering aimed at finding optimal solutions to complex problems. Specific work will address issues in air traffic management and control, human factors, system performance and assessment measures, safety data analysis, scheduling, workload management and distribution, navigation, communications, data collection and distribution, and aviation economics.

"Selection of this team ushers in a new era of world-class partnerships between the FAA, academia, and industry," said FAA Administrator David R. Hinson. "We have created a unique consortium of some of the best minds in the country. It is an aviation 'dream team' to work collectively on safety, business and operational issues of mutual interest and concern — and such collaborative efforts are essential in this era of shrinking budgets and scarce resources."

The flexibility of the FAA's new acquisition system allows the agency to award "single source" contracts to the COE in Aviation Operations Research— a first for any federally-sponsored COE. Single source contracting lets the FAA award up to $10 million for specific deliverables, including engineering development and rapid-prototyping products.

"This Center represents a model for Government reform," said Hinson. "In the past, the program produced great research, but few products of direct and immediate use. FAA, industry and academia are now coming together to transform research into products that will result in better, more responsive solutions."

The Center will be financed with matching funds from the FAA and other members of the aviation community. While this award represents a long-term FAA commitment over the next 3-10 years, the COE will strive to become self-supporting within 10 years.

For more information, contact:
Tony Vanchieri, ASD-430, (202) 358-5198 or e-mail at Anthony.Vanchieri@faa.dot.gov ■

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Computer Software Training
(Disks, Videotapes and Training Manuals)

Microsoft Word

Excel

Power Point

Books on Tape

Confident Woman by Dr. Morton Shaevitz

Psychology of Management by Brian Tracy

The New Manager & the New Organization by Tom Peters

Motivating People in the Workplace by Mickey Kinder

Cultivating Initiative in Your Staff by Cathy Shaughnessy

Project Management by Larry Johnson

How to Write Practically Any Document by Ronnie Moore

Life Planning by Robb E. Dalton

Making Meeting Work by Gayle Carson

Mentoring by Susan Fowler Woodring

How to Deal With Difficult People by Dr. Rick Brinkman and Dr. Rick Kirschner

Becoming a Promotable Woman by Sally B. Jenkins

The Power of Effective Listening by Jim Cairo

Books

The Wisdom of Teams by Jon R. Katzenbach and Douglas K. Smith

What Color is Your Parachute by Richard Nelson Bolles

Managing Your Career With "Power" by Dr. Gerald Sturman

Civil Aviation Security Career Development Handbook October 1993

Managing Workforce 2000 by David Jamieson and Julie O'Mara

The Deming Management Method by Mary Walton

The Expansion Trap by Michael C. Thomsett

Paths to Leadership by National Academy of Public Administration

The Assertive Woman by Stanlee Phelps and Nancy Austin

Prioritize/Organize by Jonathan and Susan Clark ■

Employee News

If you have any employee information for the Employee News section of *Connections*, please send it to Chris Meier (202) 651-2228 or Scot Mackey (202) 651-2230 at ASD/SETA or your Human Resources Representative in ASD-10 .

Details/Reassignments

Steve Zaidman is now officially Director of System Architecture and Program Evaluation (ASD-1). We look forward to our journey to the future with Steve and Terry at the helm.

Effective July 15, **Michael Harrison** began a detail as Acting Deputy Program Director for System Architecture and Integration (ASD-100). Mike is responsible for providing direction for the development of the NAS System Architecture and associated plans for its implementation. Previously, Mike served on the ASD-100 staff as Airport Surface System Manager.

John Horrocks was named Manager, System Integration Analysis (ASD-120) on July 21. As manager, John is responsible for the planning, design, implementation, and integration of ATC automation, communications, navigation, surveillance, landing, weather, and maintenance systems of the NAS. Previously, John was a staff member of ASD-120.

Bob Rovinsky and **Lauri Zeman** were reassigned from Program Analysis (ASD-420) to the ASD-400 front office staff on July 7. They will be working on strategic investment studies on issues of critical importance to the agency and its customers. Previously, Bob was the manger of ASD-420 and Lauri was a staff member in ASD-420.

Richard Cox was named Manager, Program Analysis (ASD-420) on July 21. Richard replaces Robert Rovinsky and is responsible for high-level, short-term strategic or tactical program and economic analyses and development of recommendations related to the planning and management of FAA systems that support air traffic operations. Previously, Richard was on the ASD-400 staff.

James Melton was reassigned as a General Engineer from ASD-500 to Systems Engineering Management (ASD-140) on August 4. James is responsible for test policy, interface management, and special projects.

Gary Rowland was reassigned as an Electronic Engineer from Air Traffic Systems Development (AUA) to ASD-120 on August 4. Gary will be working on oceanic system architecture. Previously, Gary was with the Oceanic IPT (AUA-600).

Phil DeCara was reassigned as an Electronic Engineer from IPT for En Route (AUA-200) to ASD-120 on August 4. Phil will be working on en route automation and architecture issues, continuing the system engineering work he was doing in AUA.

Effective August 12, **Irene Powell** returned from her detail with Air Traffic and resumed her role as secretary to ASD-1. Welcome back, Irene!

Special thanks to **Patti Mueller**, ASD-2, and **Judith Gunn**, ASD-4, for taking on new responsibilities while Irene was on detail. Both Patti and Judith have now resumed their official duties. The ASD front office would also like to thank all the ASD secretaries for their cooperation and support as back up during the summer vacation months.

Departures

Ron Morgan was selected as Director of Air Traffic, AAT-1, effective August 5. All the best to Ron from his friends and colleagues in ASD.

Kevin Grimm, General Engineer, Systems Integration Analysis (ASD-120) was reassigned May 26. Kevin accepted a position in the Office of Air Traffic Systems Development (AUA).

On July 7, the staff of Facility System Engineering, ASD-130, was realigned to AND-100. The staff included supervisor **Lawrence Outlaw**, as well as **Sophia Ashley**, **Vinod Bhatnagar**, **Geoffrey Chisholm**, **John Cullen**, **Giora Hadar**, **Jim Jamitis**, **Cecil Maccannon**, **Pam Maxwell**, **Cyril Shepherd**, and **Laura Swanson**.

ASD Awards

The following employees have been recognized by ASD for their outstanding efforts!

Marcia Berritt, ASD-500
Kim Bhatt, ASD-300
Leijuona Bolden, ASD-200
Greg Burke, ASD-100
Jane Caldwell, ASD-10
Wilnette Cook, ASD-200
Lessie Dorse, ASD-200
Barbara Dyson, ASD-500
Don Eddy, ASD-100
Diane Essigt-Hooper, ASD-300
Debbie Herbert, ASD-300
Leon Hillers, ASD-300
Wanda Hobbs, ASD-300
Reenie Keenley, ASD-100
Tom Kelly, ASD-300
Dan Kinder, ASD-300
Christine Kling, ASD-10
Pam Myers, ASD-100
Harriet Neuman, ASD-200
Carmen Ortiz, ASD-300
Art Politano, ASD-500
Gayle Reynold, ASD-300
Jeanne Rush, ASD-500
John Rybka, ASD-300
Norma Saafir, ASD-200
Greg Street, ASD-300
Richard Turner, ASD-200
Anthony Vanchieri, ASD-400
Robin West, ASD-300
Barbara White, ASD-300

ASD Mentoring Program Kicks Off

The 1996-1997 ASD Mentoring Program kicked off its first year with an orientation session held on July 31. The training was conducted by a representative from the DOT Transportation Administrative Service Center (TASC). Participation in this year's program includes 17 mentors and 19 mentees. This is a 1-year skill improvement opportunity that is open to all ASD employees. Applicants range from GS-7 grade level up to and including FAA Executive Service members.

In order to monitor the success of the program throughout the year, periodic evaluations will be conducted by the Resource Management Staff, ASD-10. Based on the results of the feedback received, a decision will be made on whether to maintain, expand, or discontinue the program next year.

A special note of thanks goes out to all "mentors" for volunteering their time and energy to share their knowledge and insights with others. Best of luck to all participants of this year's program. Hopefully, everyone will find it to be a beneficial and rewarding experience! ■

Connections

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For article ideas and comments, please call:

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Krista Heins	ASD/SETA	202/651-2227
Scot Mackey	ASD/SETA	202/651-2230
Chris Meier	ASD/SETA	202/651-2228